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ABSTRACT

Designed to help public and private agencies organize a successful volunteer program, this guide begins with a discussion of the development of successful management techniques for use in the planning, implementation, and operation of volunteer services. Elements of structuring volunteer objectives, developing agency rationale for volunteer services, and establishing agency volunteer policy and program structure are outlined. Provided is a model operating policy covering (1) types of volunteer services; (2) administrative responsibility; (3) staff orientation to volunteers; (4) volunteer job development, recruiting, screening, job matching, orientation, job training, and supervision; (5) records, program monitoring, and accountability; (6) confidentiality and other rules for volunteers; and (7) guidelines and standards for staff supervising volunteers. Implementing accountability systems, orienting staff to volunteer concepts, developing volunteer tasks that meet client needs, and staffing and resource allocation are examined in greater detail. In a discussion of developing effective volunteer recruiting systems factors affecting recruiting success and specific recruiting methods are covered. Issues addressed in the next section are establishing volunteer screening, matching, orientation, and pre- and inservice job training. Development of volunteer supervisor requirements is outlined. (MN)

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a SYSTEMS APPROACH to the PLANNING and DEVELOPMENT of EFFECTIVE VOLUNTEER PROGRAMS

STATE OF FLORIDA
OFFICE OF
VOLUNTEERISM

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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This public document was promulgated at an annual cost of $1367.28 or $.684 per copy to provide affiliated programs of the Office of Volunteerism with a complete guideline of responsibilities, procedures, and standards for the operations of volunteer services.

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PREFACE

America is a nation of volunteers. According to U.S. Department of Labor Statistics, over 22 million Americans give volunteer service in one form or another. Their numbers are growing and by 1980, the estimated value of services provided could reach 30 billion dollars annually. Voluntarism is nothing new to this country. Charity and people helping people have always been fixtures in the American way of life. Today, citizens and communities continue to rally around worthy causes. Without volunteers, many charitable organizations would be forced to close their doors. Thousands of important jobs would go undone and the quality of life would be substantially altered for many. Those who lament the growing ambivalence and apathy of America often fail to recognize the contributions of our 22 million volunteers. They are the backbone of this nation.

Despite all that is being done by volunteers, there is an even greater amount of work that remains. Nowhere is this more evident than in public and private social agencies where the extent of unserviced client need is often staggering. With continued shortages in both money and staff, these agencies should be making concerted efforts to draw from the remaining wealth of untapped citizen energy, talent, time and concern existing in virtually every community.

Volunteer manpower offers tremendous potential for meeting client needs. This document is designed to help agencies use it wisely.

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DEVELOPING AN EFFECTIVE MANAGEMENT CAPABILITY

There are many key ingredients which contribute to a successful volunteer program. One of the most essential is managerial leadership and skill. Agency administrators must exercise decisive leadership and take an active role in stimulating voluntarism. Managers must realize that an effective volunteer program requires that they devote as much attention and effort to it, as any other important program or service. A passive role and an occasional expression of support will not suffice.

Nationally, at least one in four volunteer programs fail. Countless others never live up to their full potential. In the last few years, researchers have made a concerted effort to identify the reasons behind the collapse of well intended citizen action efforts. A review of their findings points to a series of deficiencies common to most program failures. Among those which appear with frequency are staff resistance, apathy, absence of training and inadequate volunteer supervision. Unfortunately, many of the research findings fail to recognize that these operational problems are but symptomatic of a more significant shortcoming.

Failure to trace operational problems up the organizational hierarchy to their point of origin has led to a complex and rather misguided perspective of why volunteer programs fail. A true and thorough assessment of program collapse commonly points to one primary deficiency; the failure of top management to take those actions necessary to ensure program efficiency. In this analysis, one finds an entirely different set of problems. Administrative ignorance of volunteer program principles, lip service paid to the concept of volunteers, lack of commitment, inadequate planning, lack of clarity in policy and delegation of responsibility, vague goals and objectives, no monitoring, follow-up or evaluation, absence of accountability procedures, inadequate assessment of agency needs, and

poor participatory management systems. Here we find an entire series of management actions and inactions that become personified in the field operational problems cited by researchers as the "reasons" for program failure.

We suggest that the collapse of volunteer programs can often be directly tied to the failure of administrators to apply standard management principles to the planning, implementation and operation of volunteer services. Even in those agencies where sound management principles are normally followed, one often finds that administrative responsibility for volunteer services is neglected. Within many organizations, there seems to be a misguided view that management of volunteer programs is somehow "different" from others. Volunteer services are frequently left to take care of themselves. This curious practice has been directly responsible for the failure of many volunteer efforts. In fact, the professional staff resistance to volunteers frequently encountered in social agencies requires administrators who want good volunteer manpower projects to pay special attention to them.

Strong administrative leadership will bring about an effective volunteer program. Token leadership will bring about token results.

Generally speaking, administrators who desire good volunteer programs must see to it that several management actions are taken. As a first step, they must become familiar with the subject matter. A concerted effort must be made to become as familiar as possible with the basic elements of good volunteer program operation. A sound knowledge base is important to prudent decision making.

A second point that administrators need to consider is that all volunteer efforts should be designed to assist in the achievement of established agency goals and objectives. It makes little sense to spend valuable time and energy

developing volunteer activities that are menial or achieve little in fulfilling important service needs. Conceptually, the increased use of volunteers should not be considered a goal, but a means by which agency goals can be attained. No volunteer activity should be developed which does not meet this criteria. Coupled with this should be an administrative awareness that multiple volunteer efforts can help achieve multiple agency goals This is not unrealistic. It has been proven time and time again that volunteers can be depended upon to complement staff and upgrade a variety of agency services. For this reason, a good management approach would be to plan for volunteer involvement in many different service areas. To realistically accomplish this will require commitment.

The concept of commitment is extremely important to volunteer program success. Administrators who desire something more than voluntary tokenism must be prepared to invest a substantial amount of time, energy and leadership to bring about the desired result. The most difficult aspect of administrative commitment to voluntarism is that it must be communicated and "sold" to staff throughout the organization.

Bringing about agency readiness for volunteers and staff commitment also requires administrators to implement the concept of participatory management. Clearly, there will be difficulty securing commitment if staff are not allowed to participate in the planning process. Issues will have to be placed on the table. Questions must be understood. Participatory management is the most viable way to secure the necessary commitment at all levels of operation to bring about a quality volunteer effort that truly meets agency needs. Participatory management also requires that while administration establishes the agency commitment and structures the system and policies within which volunteer programs will operate, line staff are the appropriate parties to actually develop those volunteer activities which best meet service needs and help achieve agency objectives. This gives staff an important role in program development and builds grass roots support for voluntarism.

Another significant management duty will be the establishment of volunteer program policy. From a national perspective, this is one of the weakest links in the chain. Few agencies have a clear and concise policy statement that spells out how volunteer programs are to be operated and "who is responsible for what." The absence of clear policies and procedures makes it difficult for managers to pinpoint responsibility and hold staff accountable for doing their part to make volunteer programs go.

Accountability demands a clear delegation of responsibility followed by monitoring of program progress and staff performance. It does little good to make a strong administrative commitment to volunteers if there is no monitoring and evaluation capability. All staff, including supervisors, must know that their volunteer performance will be evaluated and that they will be held accountable for doing what is expected of them.

Effective accountability also requires that administrators be prepared to take whatever corrective actions are necessary to bring about program efficiency. Above all, managers who desire effective volunteer programs must plan to <u>stay involved</u>.

STRUCTURING AGENCY VOLUNTEER GOALS AND OBJECTIVES

One of the most important elements of management planning and program development is the establishment of administrative goals and objectives for volunteer services. Since the future success of volunteer efforts in any organization will depend upon clear management definition of expectations, administrators need to make some early decisions regarding the scope and purpose of volunteers within their organizations. The first of these relates to the future scope of agency volunteer involvement. Hopefully, administrators who have a true appreciation for the tremendous potential of volunteer manpower and a strong sense of responsibility for meeting the needs of clients, will see fit to establish a goal that mandates volunteer involvement in all agency programs and services, together with reasonable time frames for completion. There are at least two points in favor of the administrator who sets this objective. First, is the recognization that few government agencies have any programs or services that are meeting all needs of clients. Second, is the proven ability of volunteers to upgrade virtually any service capability. Administrators who wish to reduce the scope of their goal, can, of course, do so by specifying the agency programs or services which shall involve volunteers.

A second aspect that needs to be addressed by development of an appropriate objective relates to the nature and purpose of volunteer services. From the outset, managers must resolve that all future volunteer activities be meaningful and designed to help fulfill genuine and honestly identified service needs. The resources of the agency must not be spent in developing token or menial activities which waste the valuable time and talent of both the organization and the volunteers. An administrative awareness that volunteers can be depended upon to tackle and carry through on tough jobs will make it a lot easier to implement this objective. Closely related to the nature of volunteer services is the purpose.

Within any organization, there is only one purpose for volunteer activity; to upgrade service and help achieve established agency objectives. Implementation of this administrative goal also helps ensure that volunteer activity is meaningful and tokenism is avoided.

A third and final agency volunteer objective relates to the extent of volunteer involvement and implies a numerical figure. This is a controversial area. Some administrators, seeking to ensure progress, choose to impose an objective requiring a numerical or percentage increase in the number of volunteers serving an agency over the period of a year. This is not unreasonable providing the objective does not exceed the agencies projected annual capability for securing enough volunteers to meet it. Generally, numerical volunteer goals should correspond to the combined recruiting workload capability of agency volunteer coordinators.

For example, an agency with four full-time coordinators, each with a recruiting capability of 240 volunteers per year, could not establish an annual numerical goal in excess of 960 volunteers, unless management were willing to assign recruiting responsibilities to other staff. Agency numerical objectives are sensible, but only if they are reasonable and properly established.

In summation, establishment of agency volunteer objectives offers scope, visibility, direction and administrative commitment to voluntarism. It defines expectations and establishes bench marks by which performance can be evaluated.

III

DEVELOPING AGENCY RATIONALE FOR VOLUNTEER SERVICES

One of the fundamental assumptions of progressive management is that employees who understand the rationale and necessity for certain administrative decisions will ultimately be more productive than those who are simply told what to do without any knowledge of why. This notion is, of course, directly tied to modern day concepts of employee morale, motivation and performance. In some corporate structures, the "selling" of management decisions has become nearly as important as communicating them.

Nowhere is this management style potentially more important than in volunteer services administration, where executive decisions to make extensive use of volunteers can be greeted with apathy, resistance or outright hostility. For this reason, it would appear extremely important that such a decision, when communicated to staff, be accompanied by a clear statement outlining the reasons or rationale for the decision to use volunteers.

Based on conversations with several top volunteer administrators around the country, it would appear that there is some consensus regarding the essential components of an agency volunteer rationale or philosophy. They are logical, hard to argue with, have general applicability and are as follows:

RATIONALE

1. America is a nation of volunteers founded on the ethic of people helping people. According to U.S. Department of Labor statistics, 22 million Americans give volunteer service in one form or another. Their numbers are growing and by 1980, the estimated value of these services could reach 30 billion dollars annually.

2. Volunteers represent the foundation upon which thousands of humanitarian organizations are built.

3. Throughout the country, volunteers have demonstrated their ability to greatly expand the quality of care available to social services recipients.

4. The misconception of volunteers as "do gooders" who will be here today and gone tomorrow is not based on fact.

5. A growing body of research evidence indicates that properly trained and supervised volunteers can effectively perform virtually any social service job or activity.

6. Public agencies which have offered citizens meaningful volunteer opportunities, made them feel welcome and provided good training and supervision, have found them to be a dependable, cost effective and efficient source of manpower for upgrading client services.

7. Government has never in the past, nor will it have in the future, enough paid staff and professional resources to meet all client needs.

8. Current economic conditions, limited revenues and expanding work load will require social agencies to find alternatives to increasing professional staff to meet client needs.

9. Public social agencies have a moral and legal responsibility to do everything necessary to meet the needs of clients. Since volunteers are a cost effective, proven and dependable way of meeting needs, government has an obligation to make full use of their potential.

10. Public awareness and sensitivity to the human needs of social service recipients is poor. Intelligent, creative use of volunteers can help improve public awareness and serve as a bridge between agency and community.

11. Voluntarism represents a return to the ethic which recognizes that communities have a responsibility for the problems which they help create.

12. Within virtually every community are people who have the time, talent and energy to work in most all social service components and contribute greatly to the effectiveness of agency programs.

13. Volunteers do not replace staff; they augment and complement professional workers. They extend agency resources and work as part of a service team.

14. People volunteer out of a sincere desire to help others and will generally not be satisfied if relegated to menial or token activities.

15. Volunteers will dependably serve an agency only so long as the agency dependably serves their needs. Jobs must be meaningful and volunteers properly treated and recognized.

ESTABLISHING AGENCY VOLUNTEER POLICY AND PROGRAM STRUCTURE

The development of a clear and concise agency volunteer policy is one of the most critical and frequently neglected elements of the volunteer program planning process. Nationally, many of the breakdowns in volunteer program operation can be traced to staff who are unaware of their specific responsibilities for volunteer services and the basic systems for program operation. In many agencies, the answers to the rhetorical questions "Who does what and how should it be done?" are either vague or nonexistent. Further, it is unreasonable for administrators to hold staff accountable for responsibilities that have never been officially or specifically delegated.

Public administrators would consider it out of the question to implement a professional program without clear policies, procedures and delegation of responsibility. The development of an agency volunteer program should receive the same treatment.

The policy must address <u>each</u> operational component of volunteer services. It delegates responsibility for volunteer recruiting, screeening, training and supervision, and outlines how these activities are to be done. It requires that staff be trained to utilize volunteers. It assigns responsibility for developing volunteer jobs. It speaks to the role of supervisors in evaluating program progress and staff performance. It establishes monitoring, evaluation and accountability systems. It insists that volunteer services be meaningful and help achieve agency objectives. Finally, the agency volunteer policy establishes the total structure within which volunteer services will operate. It sets the limits and defines the future direction of the agencies voluntary efforts.

Because of the importance of this element of the planning process and because of the recognized difficulty in developing a comprehensive volunteer policy,

the author has chosen to develop and present a model operating policy that is based on recognized national volunteer program standards. This model is designed to cover each element that should be incorporated as part of an agency volunteer policy. With few exceptions, public organizations ought to be able to implement the following model with only minor modifications.

MODEL OPERATING POLICY

I. Definitions and Types of Volunteer Services

For record keeping and statistical purposes, the following agency volunteer definitions are to be followed.

A volunteer is defined as: "A person, who, of his own free will, provides goods or services to an agency with no monetary or material compensation."

Volunteer services may fall into one of three basic categories.

Regular Service Volunteer

Applies to persons engaged in specific service activities on an ongoing basis, usually at scheduled intervals. (monthly, weekly, etc.)

NOTE:

Examples might include case aide, tutors, patient aide, friendly visitors, recreation assistants, foster parents, teacher aide, typists, transporters, vocational instructors and others regularly involved in service programs. Generally, regular service volunteers receive formalized pre-service training and work under the supervision of direct service professionals.

Occasional Service Volunteers

Individual or groups of citizens who offer to provide a one-time or occasional service.

NOTE:

Examples include groups sponsoring or providing Christmas parties, benefits, camping trips, entertainment and other infrequent services or activities. The activity is not considered ongoing and the volunteers, other than brief orientation, do not normally receive formal training.

Material Donors

From time-to-time, individuals or groups of citizens want to share in helping, but are unable to give the time required for volunteer service. They may express their concern by providing funds, materials, jobs or opportunities for clients. Their service is measured in terms of dollar value, not hours.

II. Administrative Responsibility

To help improve the quality of services available to clients, all supervisors are expected to promote and facilitate the growth of voluntarism within this agency. They are to offer decisive leadership and take such steps as are necessary to become knowledgeable regarding basic requirements for the operation and management of an effective volunteer program. Supervisors are to ensure that meaningful work opportunities for volunteers exist and that once assigned to their unit, volunteers are provided proper training, supervision, support and recognition. They are to routinely monitor volunteer program operation and ensure staff compliance with all provisions of this policy.

Where problems are identified, it is expected that corrective action will be promptly taken. On a monthly basis, all unit supervisors will be expected to gather and report information relative to the nature and extent

of volunteer utilization within their respective operations. This data will be reviewed by management with all supervisors held accountable for unit volunteer performance.

In addition, supervisors are to include a "volunteer utilization" section in all annual employee performance evaluations.

Because of the high priority this agency attaches to increasing volunteer activity to service priority client needs, it is expected that supervisors will, to ensure progress, maintain close supervision over volunteer operations and fully support this agencies commitment to voluntarism. They must demonstrate visable leadership and maintain continual familiarity with program status.

III. Staff Orientation to Volunteers

For agency volunteer programs to operate effectively, it is essential that all staff understand and share the organizations commitment to volunteers. They must be given the knowledge and skills needed to effectively develop meaningful tasks for volunteers and then supervise them once on the job. There must be ample opportunity for employees to ask questions and seek clarification regarding agency volunteer objectives and policy.

For these reasons, it is necessary that all staff having involvement with volunteers be provided at least four hours of orientation in the "principles of volunteer utilization and management." The agencies staff development unit, in cooperation with selected representatives from volunteer services and management, are responsible for developing and offering the staff orientation program. It is to be conducted at regularly scheduled intervals. When directed, all supervisors are to ensure attendance of their professional employees.

The content of orientation is to be as follows:

1. History of volunteers in social services and their achievements.
2. Common staff misconceptions of volunteers.
3. Agency commitment to expand voluntarims ...goals and objectives.
4. Agency rationale for volunteer use.
5. Minimum requirements for the operation of an effective volunteer program.
6. Interpretation of agency volunteer policy.
7. Role of staff in developing meaningful volunteer jobs. Relating volunteer tasks to priority client needs. (How to do it).
8. Staff responsibility for volunteer training.
9. Techniques for effective volunteer supervision.
10. Clarification and staff input.

IV. Volunteer Job Development

Every service unit within the agency is expected to identify and develop tasks which can and should be performed by volunteers. These tasks are to offer genuine potential for meeting priority client needs.

Each volunteer task developed is to be outlined in a written "volunteer job description" that identifies specific volunteer duties, client population and need to be served, required work or time schedules, supervisory provisions and volunteer training, education or skill needs. Each description shall also identify the specific number of volunteers required to perform the task. When volunteers are needed, these documents are to be processed to volunteer coordinators where they serve as a request for volunteers.

In addition, on July 1 of each year, all service units will be required to project their total volunteer needs for the coming year in a "volunteer needs forecast." This document is to identify each proposed volunteer activity, the client need it is designed to serve and the projected total number of volunteers needed to perform each task over a one year period. The proposed volunteer tasks should also be prioritized in order of importance. Submitted to management, these projections are needed to determine agency-wide volunteer demand, structure the workload of volunteer coordinators and identify possible need for additional volunteer coordination staff. In the event that total volunteer demand greatly exceeds projected supply, it may be necessary for management to give priority to some requests over others. Generally, priority will be offered to those volunteer tasks which appear to have greatest potential for meeting managements perception of priority client needs. Token or menial volunteer tasks will seldom receive significant attention from coordinators. The agency will make every effort to provide volunteers for important activities.

Although development of volunteer tasks is primarly the responsibility of service workers, management retains the prerogative of mandating volunteer projects that are important to client welfare, but, for whatever reason, have not been proposed by staff. Management also retains the right to negate any volunteer activity that is not consistent with agency service objectives or perceptions of client welfare.

V. Volunteer Recruiting

Primary responsibility for volunteer recruiting rests with staff volunteer coordinators. Each coordinator is expected to recruit at least

240 regular service volunteers per year. To maximize the volunteer manpower this agency is able to secure, coordinators are expected to utilize the services of volunteers to aid them in community recruiting. Further, all agency staff appearing before members of the public are expected to make citizens aware of volunteer opportunities with the agency and urge their involvement. It is also hoped that all agency employees will do their part by soliciting the involvement of friends, acquaintances and other community contacts as volunteers with this organization. Any person expressing interest in volunteer work should be referred to staff coordinators. They are a central clearinghouse for all volunteer opportunities with the agency and are in the best position to match people's skills and interests to agency needs.

Because of the limited volunteer coordinator manpower available, all employees will have to assist in recruiting if the agency is to substantially expand its volunteer manpower capability.

To secure volunteers from a staff coordinator, units must submit a written request for volunteers, specifying the number needed, together with descriptions of the tasks for which volunteers are sought (job descriptions). It must be understood, that due to limited staff coordinator manpower, it may not always be possible to promptly secure enough volunteers to meet all staff requests. However, where volunteers are urgently needed to service priority client needs, the agency will make every effort to secure them.

VI. Primary Screening and Job Matching

All prospective volunteers are to be initially interviewed and screened by or under the supervision of volunteer coordinators. The purposes of screening are to determine the suitability of people for volunteer service, acquaint them with the varied opportunities for volunteer work within the agency, and match their skills and interests to jobs which could best profit from them.

Once regular service volunteers have been tentatively matched to jobs, they are scheduled for orientation and referred to service personnel for whom they will be working. Requesting service units should be sent copies of volunteer applications and job assignment forms. Volunteers are responsible for contacting their supervisors upon completion of orientation and should be issued a copy of the job description. (This document, in addition to spelling out their job duties, also tells them who to contact.)

Occasional or on call volunteers are generally not matched to service units. They are placed on a central volunteer register maintained by the coordinator and distributed to staff as a ready reference to those citizens available for occasional, on call or emergency help.

VII. Volunteer Orientation

Pre-service orientation is required for all regular service volunteers and optional for those serving in occasional or on call capacities. Depending on need, it is offered weekly, bi-weekly, or monthly by the volunteer coordinators. Orientation sessions are approximately three hours in length and designed to give new volunteers a broad overview of the agency, its clients, volunteer obligations and expectations.

VIII. Secondary Screening

As soon as volunteers have completed orientation, they are expected to report to their respective service units for secondary screening.

The purpose of this screening is to give staff an opportunity to decide whether or not volunteers are suitable for the jobs they have been tentatively assigned by the coordinator. If the answer to this is in the affirmative, then volunteers are assigned specific cases or activities, trained, and put to work. If not, then staff must decide whether or not the volunteer might be interested and suitable for another assignment in the unit. If an "in house" reassignment is not possible, then the volunteer is to be referred back to the volunteer coordinator for possible matching to a different job in another service unit. One of the advantages of a centralized job clearinghouse is that a volunteer coordinator can usually find a spot for most people who want to volunteer. It helps ensure that citizens not suitable or interested in one job, are not lost to the agency.

IX. Job Training for Volunteers

Volunteer "orientation" is designed to give all citizens scheduled for regular volunteer service a broad picture of the agency and its clients. Volunteer job training is more narrowly defined and intended to give volunteers, performing the same duties or the same job, the skills they will need to carry it out. For this reason, volunteer job training is the proper responsibility not of volunteer coordinators, but of the specialists and professionals who will utilize and supervise volunteer activity. Only they understand the specific skills and knowledge volunteers will need to get the job done.

While we would not think of putting new employees on the job without some introduction to their duties, neither should the agency do any differently with volunteers. Volunteers are unpaid staff and entitled to the same treatment as employees.

Whether volunteer job training is formal or informal, extensive or simple, will depend on the complexity of the job, the number of people that will be performing it, and the degree of active supervision that will be offered. Service staff will be held accountable, however, for imparting to volunteers the knowledge and skills they need to effectively carry out a particular job. It is the responsibility of the volunteer coordinator to assist staff in the development of appropriate job training programs. Remember, the basis of volunteer training is to teach a person what to do and how to do it.

X. Volunteer Supervision

Supervision of volunteers is the responsibility of service workers who are utilizing them. This is not the function of volunteer coordinators.

It has been proven time and time again, that a key to volunteer program success or failure is the degree to which volunteers are given ongoing supervision, support and direction by staff. The importance of good staff supervision cannot be overestimated. If the agency expects volunteers to give their time and energy to help clients, then we must ensure that they are given the support and direction they need to do the job. If volunteers are expected to be dependable, then so too must the agency. Failure to

return volunteer telephone calls, missing appointments and being "too busy to see volunteers," are inexcusable staff behaviors that isolate and demoralize volunteers. They will not be tolerated.

Supervision of volunteers is essentially no different than employee supervision. It requires time, effort and patience. In general, staff will receive from volunteers what they invest in good supervision.

Good supervision is a teaching and learning device. Staff who provide active guidance, direction, and problem solving, are helping volunteers develop the skills and knowledge they need to improve job performance.

XI. Records, Program Monitoring, and Accountability

All supervisors are to take responsibility for keeping themselves continually apprised of volunteer program status within their respective units. If supervisors are doing their job, they are knowledgeable of all volunteer program operations within their immediate control. Feedback on program operation is to be gathered through routine monitoring mechanisms, including meetings with staff, volunteers and the volunteer coordinator. Supervisors shall also require that volunteer records be maintained and monthly progress reports supplied by staff under their direct supervision. The records and reports shall contain the following information:

1. List of regular service volunteers and the jobs in which they are working.
2. Approximate number of hours provided by each volunteer for the month.
3. Number of new volunteers assigned jobs during the month.
4. Number of volunteer terminations.
5. A record of on call or occasional service volunteers utilized during the month and the services they provided.

All supervisors are to collect these reports during the month and furnish a unit or department report to their supervisors. This process is to be repeated at each supervisory level so that the agency director receives a monthly composite report for each major institution, department, region or bureau.

This basic record keeping evaluation will be supplemented by more sophisticated research techniques which identify not only what volunteers are doing, but how well. This is to be carried out by the agency's research and evaluation section.

XII. Confidentiality and Other Rules for Volunteers

In general, volunteers ought to follow the same basic conduct and service rules as staff. Other kinds of expectations and responsibilities vary according to the nature of volunteer jobs. There are some basic conditions, however, that should be observed.

1. Volunteers are to follow the basic duties and responsibilities outlined in their respective job descriptions. Planned activities not included are to be cleared by volunteers with supervisors.

2. All volunteers will hold confidential <u>any</u> information provided by the agency regarding individual clients and any information learned about clients as a result of their volunteer work.

3. All volunteers working without direct supervision shall report their activities to supervisors no less often than monthly.

4. No regular service volunteer shall begin serving clients without <u>prior</u> screening, orientation, and job training.

XIII. Guidelines and Standards for Staff Supervising Volunteers

1. Be Patient

2. Be Honest

3. Have Empathy
   What would you expect from a supervisor if you were a volunteer?

4. Be Thoughtful and Available
   Return telephone calls, keep appointments and give volunteers a chance to see or talk to you when they need help.

5. Be Reasonable
   Don't expect more of volunteers than you would of yourself.

6. Offer Recognition

7. Give Reinforcement
   Just like you, volunteers have their down days when they need a friendly word of encouragement.

8. Be A Teacher
   As a volunteer supervisor, you are charged with sharing your knowledge, expertise and experience. Give volunteers the tools they need to do a good job. Don't keep them in the dark.

9. Be the Supervisor You Want Your Supervisor to Be

IMPLEMENTING ACCOUNTABILITY SYSTEMS

Implementation of a volunteer accountability system is a major activity step in the management planning process. From a national perspective, it is one of the most important, yet frequently ignored aspects of volunteer program management. Failure of administrators to hold staff accountable for performance must be viewed as a major contributing factor to the collapse of well intended volunteer efforts.

In one agency after another, managers have no system for the routine monitoring or tracking of agency volunteer performance. They can't tell you how many volunteers are serving the organization or what they do. There is no system for monitoring staff performance. If there is an agency volunteer policy, there is no way to determine whether it is being followed. If goals exist, the agency can't detect or measure progress toward them. There is certainly no way to determine the effectiveness or impact of voluntary manpower on agency services.

In many of these same agencies, however, management has stressed it's commitment to voluntarism and paid wonderful lip service to the concept. No matter how good a job management has done in setting goals, establishing policy, allocating resources and training staff, absence of a good accountability system can seriously jeopardize all of this. Human behavior being what it is, all of us should recognize that success of any program demands that operating staff understand that their actions will be monitored and that they will be held accountable for performance in line with agency policy and expectations. This, of course, implies that staff charged with the responsibility for using or providing volunteers, have some idea of what is expected of them. This is important. It is clearly unreasonable for administrators to hold staff accountable for undefined responsibilities or duties never specifically delegated. Consequently, there are some important prerequisites to implementation of an effective accountability system. These are as follows:

Prerequisites for Accountability:

(1) Staff must clearly understand what is expected of them. What is to be done, how it is to be done, who does it and what is to be accomplished, by when.

(2) Staff should understand the rationale for the activity. Why is it important to the agency?

(3) There must be sufficient allocation of resources to get the job done according to management expectations.

(4) Staff must clearly understand that their performance will be monitored in line with agency expectations and policy, and that inadequate performance will result in corrective action.

ELEMENTS OF ACCOUNTABILITY

Once there is a clear management definition of expectations, then a system for tracking agency performance and progress can be implemented. The components of a volunteer program accountability system differ significantly little from others. As we see it, they are as follows:

(1) Numerical Reporting

At minimum, all service units should be reporting, probably on a monthly basis, numerical information relating to the number of active volunteers, their duties, hours provided and turnover rates. This data should be processed through the various supervisory levels, reviewed and ultimately submitted to the agency director.

(2) Program Evaluation (Research)

Numerical data furnishes managers information relative to the nature and scope of voluntary activity within respective service units of the agency. Evaluation data is received through research studies designed to measure the <u>effectiveness</u> of volunteer programs and their impact on clients.

(3) A third form of accountability results from program inspection carried out by management or their designated representatives. Conversations with staff, volunteers and coordinators, plus records investigation allows managers to assess compliance with established agency policy and identify program or personnel problems.

(4) Data and Information Analysis

All data received from various accountability and management information systems must be routinely compiled by service unit and program model. It then must be routinely reviewed by management.

(5) Corrective Action

No amount of data, no matter how sophisticated or revealing, has any useful purpose if not acted upon by management. If accountability systems function appropriately, they provide managers with sufficient information to pinpoint and determine the relative strengths and weaknesses of both program design and personnel performance. They allow administrators to assess progress toward goals and compliance with agency policy. From the very beginning of volunteer program implementation, managers must resolve to "stay on top" of program operation. They must see to it that staff are held accountable for meeting time-frames, following policy, pursuing goals and generally carrying out their duties in line with defined agency expectations. The administrator who fails to take corrective action when needed, obviously throws accountability to the wind. Staff will quickly perceive this and the quality of the entire program is endangered. Accountability is the only vehicle through which managements commitment to voluntarism is both perceived and acted upon accordingly.

VI

ORIENTING STAFF TO VOLUNTEER CONCEPTS

As a result of some excellent survey work carried out by the National Information Center on Volunteers, it has been determined that one of the most serious deficiencies common to volunteer programs throughout the country is the absence of proper staff orientation to volunteers. In large part, the professional staff resistance, apathy and lack of volunteer supervisory skills found in many agencies, reflects the failure of administrators to recognize the significance of staff training.

Traditionally, public administrators have perceived the need for volunteer training but have been less ready to see the necessity of training employees to use volunteers effectively. In fact, an analysis of volunteer programs that failed points to a high incidence of situations where staff had no involvement in program planning, resisted the concept of volunteers, viewed them as a potential threat to their jobs and had no knowledge of the rationale for volunteer use. In short, staff had received no orientation to volunteers whatsoever and were unaware of their potential. As an added complication, employees frequently lacked the skills necessary for good volunteer supervision.

On the other hand, an assessment of some of the nation's best volunteer programs points to staff orientation as one of the key ingredients to program success. There are, in fact, a rapidly increasing number of agencies seeing to it that staff understand the rationale and need for volunteers, their potential for improving services and techniques for the effective use and supervision of volunteers. In these organizations, there is opportunity for staff to help decide how volunteers will serve and achieve agency objectives. These participatory management practices are helping build solid staff involvement and commitment from top to bottom in

government agencies. For this reason, good foundations are being laid that will help ensure effective voluntary efforts for years to come.

The number of agencies now orienting staff to volunteers probably represents a growing awareness of the inherent danger in assuming that employees will automatically accept and properly utilize volunteers. Since the mid 1960's, there has been ample evidence to suggest that professional personnel often view volunteers with skeptism. Institutional staff, for example, frequently consider volunteers as a security risk. Elected officials are sometimes concerned about lack of control and possible embarrassment caused by volunteer misbehavior. Too many college graduates enter social services with the misguided belief that untrained volunteers do more harm than good. There continues to be widespread belief that volunteers are undependable. The common stereotype of volunteers as do gooders who will be here today and gone tomorrow is rooted in long years of misinformation. While good volunteer programs have conclusively shown the dependability of volunteers, myths continue to exist and staff ignorance and resistance still destroy a good many well intended volunteer projects that neglected to build staff orientation into the process. A final flaw in the thinking of administrators who overlook the need for staff training is failure to recognize that most agency personnel who will be called on to supervise volunteers have never had any training in the elements of supervision. Good workers do not necessarily make good supervisors.

Without doubt, the manager who wants a good volunteer program is faced with a variety of challenges, not the least of which revolves around training staff to accept and properly utilize volunteers. The mission is complicated by the fact that learning of good employee attitudes toward volunteers may first necessitate the unlearning of bad ones. In the end result, staff orientation to volunteers is designed to make the agency ready for citizen involvement. In many organizations,

agency readiness may be the key to a successful voluntary effort. For this reason, the implementation of a first rate staff orientation program is one of the most important components of the volunteer planning and development process.

There are a variety of ways to approach the orientation of staff to volunteers. Some agencies incorporate it as part of regular inservice training. Others have built it into training sessions for new employees. A few agencies have found it desirable to conduct separate orientation programs for all staff.* Probably, all three techniques could be justified in those organizations where greater volunteer utilization is to be a high agency priority. In these situations, all professional personnel will, sooner or later, have to understand the basic fundamentals for volunteer service.

In designing an orientation program,administrators should be aware that the experience of good volunteer programs has demonstrated the importance of training all staff who will be responsible for volunteers. This includes department heads and supervisors. To bypass them (a frequent occurrence), causes an "ignorance gap" in the chain of command and results in supervisors who have no knowledge of the program they are expected to supervise.

The nature of staff orientation obviously varies according to the size and complexity of an organization. A small agency, for example, with 20 to 30 professional employees, can probably handle all personnel at one time. A large institutional facility or state agency will, on the other hand, have to design an orientation format and program that can be filtered down through the organization ranks over a period of time. Generally speaking, volunteer coordinators are

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* This practice was recently carried out by the Florida Youth Services Program. Over a period of six months, all professional employees (4000 people) received at least four hours of training in "voluntarism." To our knowledge, this is the most ambitious orientation effort ever undertaken in a state social services program.

usually called upon to design and deliver staff orientation. While this is acceptable in most instances, it is extremely important to recognize that administrators and supervisors must be involved in the actual delivery of orientation to staff. A number of organizations have gone so far as to require department heads and supervisors to orient their own employees according to an established agency format and program. This is certainly one effective technique for ensuring supervisory involvement in the volunteer process.

In large agencies, where a number of different employees will be called upon to deliver staff orientation, it is desirable that a written format be developed to ensure consistency in topical material covered. Depending upon the availability of written materials for staff, the length of orientation can vary substantially. Based on input from staff who have conducted volunteer orientation, it appears that the average amount of time devoted to training in agencies operating good volunteer programs seems to range between four and eight hours.

Regardless of the size or complexity of an agency, the content of orientation should be designed to communicate the rationale for volunteer services, specify goals and interpret established policy. Orientation is a verbal education process that expands upon prior written instructions and allows for further clarification. It is a form of insurance policy designed to make sure that all appropriate staff understand management expectations and their specific responsibilities for volunteer services. Generally, the following topics ought to be covered in staff orientation.

1. History of volunteers in social services and their achievements.
2. Common staff misconceptions of volunteers.
3. Agency commitment to expand voluntarism . . . goals and objectives.

4. Agency rationale for volunteer use.
5. Minimum requirements for the operation of an effective volunteer program.
6. Interpretation of agency volunteer policy.
7. Role of staff in developing meaningful volunteer jobs. Relating volunteer tasks to priority client needs. (How to do it).
8. Staff responsibility for volunteer training.
9. Techniques for effective volunteer supervision.
10. Clarification and staff input.

DEVELOPING VOLUNTEER TASKS THAT MEET CLIENT NEEDS

From a planning perspective, the material contained in this section represents somewhat of a departure from the traditional techniques for developing agency volunteer programs. Historically, public agencies have tended to implement one or two volunteer program models or jobs that have been successfully undertaken elsewhere, without regard to localized conditions or need. Through word of mouth, conferences, journals and other forms of communications, public administrators have learned of successful volunteer programs being operated in other organizations and have implemented exact replicas in their own agencies. Too often, decisions regarding what volunteers will do have been arbitrarily made by administrators without regard for the needs of the agency or the views of staff. For this reason, volunteer activities are often token efforts that accomplish little in meeting the genuine needs of clients

Historically, many agencies relegated volunteers to the menial task category. Over the years, however, inadequate budgets, continued shortages of professional staff and skyrocketing service demands forced some to use volunteers in service activities traditionally reserved for professionals. Their productivity has contributed to a growing awareness that volunteers can carry out complex and demanding job assignments. They are more competent and dependable than many would have thought possible. Today, the issue is not <u>whether</u> volunteers can be of service to an agency but <u>how</u>.

Volunteers are now recognized as a tremendous potential manpower source rarely tapped to it's fullest advantage. There are, however, limits to the number of volunteers any one agency can secure and absorb. Recognizing that the available volunteer manpower pool is not unlimited, and that there is now stiff agency competition

for these people within virtually every community, agencies must resolve that they are going to take maximum advantage of whatever volunteers they are "lucky" enough to get.

Within most social agencies, there are virtually hundreds of tasks that could be carried out by volunteer workers. Some are of minor importance while others are vital to the well being of clients. It is prudent to assume that volunteers could not be found to service every client need. It is equally responsible to recognize that allocation of limited volunteer manpower should be afforded the same careful consideration as allocation of agency budget dollars and limited professional staff. It should not be squandered on token, meaningless, unproductive or low priority agency activities. When possible, volunteers should first be assigned to high priority client needs where the greatest good can be achieved for the greatest number of people.

To attain this objective it would be desirable for an agency to adopt a process that would facilitate creation of effective volunteer jobs and, if necessary, allocate available voluntary manpower where it could do the most good for clients. In all probability, there are at least three primary components or steps to such a process. They are as follows:

Step I Identification of major unmet client needs

To begin the volunteer job development process, every service unit within the agency should be directed to identify major unmet client needs and then prioritize them according to severity.

Step II Exploration and identification of volunteer tasks and activities that could have substantial impact in the reduction of priority client needs.

As a second step, staff should explore ways in which volunteers might be utilized to help reduce the needs of clients under their supervision. The priorities identified in "Step I" should certainly receive first attention. Being careful to avoid menial, token, or at the other extreme, burdensome tasks, and remembering that volunteers can be depended upon to perform effectively in most any service capability, staff should be bold, innovative and ultimately create volunteer task concepts that offer potential for contributing greatly to client welfare. Generally speaking, staff who believe in the tremendous potential of volunteer manpower should have little difficulty in coming up with imaginative, meaningful jobs for volunteers.

Some priority client needs might be largely satisfied by one volunteer task, while others might require multiple activity. To demonstrate how volunteer tasks might be designed to service client need priorities, we offer the following examples:

Priority Objective I

Improve employment opportunities for 186 disabled but employable clients.

Task

Recruit and train 25 volunteers to contact potential community employers and secure new job opportunities for the disabled.

Priority Objective II

Improve transportation services for clients.

Task

Develop a community network of at least 100 part-time volunteer transporters.

Priority Objective III

Reduce the number of semi-self sufficient elderly who must be placed in nursing homes.

Multiple Tasks

A total of 125 volunteers needed for several tasks including transportation, domestic assistance, minor household repairs and companionship to prevent the unnecessary placement of 52 senior citizens in nursing home care.

As a final comment on Step II, we would like to suggest that experienced volunteer coordinators, and, in some instances, national and state volunteer information clearinghouses, can be useful resources in suggesting specific volunteer job models for particular client needs.

Step III Formulation of unit requests for volunteer manpower and management analysis.

Each volunteer task developed by service units should be outlined in a written "volunteer job description" that identifies specific volunteer duties, client population and need to be served, required work or time schedules, supervisory provisions and volunteer training, education or skill needs. Each description should also identify the specific number of volunteers required to perform the task. When volunteers are needed, these documents should be processed to volunteer coordinators where they serve as the request for volunteers.

In addition, it is recommended that on July 1 of each year, all service units be required to project their total volunteer needs for the coming year in a "volunteer manpower needs forecast."

This document should identify each proposed volunteer activity, the client need it is designed to serve and the projected number of volunteers needed to perform the task on an annual basis. Submitted to management, these projections are needed to determine cumulative demand for volunteers, evaluate the overall quality of proposed volunteer tasks, structure the workload of volunteer coordinators and identify potential need for additional coordinators to adequately supply the volunteer demands. (Remember, one full-time volunteer coordinator can be expected to supply an agency with 240 regular service volunteers per year.)

In the event that cumulative need for volunteers were to exceed projected agency capability to supply them, and there was little likelihood of additional volunteer coordination staff to close the gap between demand and supply, it might be necessary for management to give priority to some volunteer requests over others. Generally, priority should be offered to those proposed volunteer tasks which appear to have greatest potential for meeting managements perception of priority client needs. Under these circumstances, volunteer coordinators should be giving primary recruiting attention to the priorities and little to token or menial volunteer tasks that will accomplish little in meeting the real needs of clients.

One final comment is necessary regarding volunteer job development. Although development of volunteer tasks that meet client needs is primarily the responsibility of service units, management must always retain the prerogative of mandating volunteer projects that are important to client welfare but, for whatever reason, have not been proposed by staff. Management must also retain the right to negate any volunteer activity that is not consistent with agency service objectives or perceptions of client need.

VIII

STAFFING AND RESOURCE ALLOCATION

From a national perspective, it appears that most of the better volunteer programs have full time, paid volunteer coordinators responsible for the recruiting, screening and matching of volunteers. In many organizations the positions are at a supervisory level and filled with energetic, respected people with several years of program experience. Few people who have ever worked as volunteer coordinators will deny that the job is one of the most challenging and demanding within an agency. Virtually all agree that it is a full time job.

Like any other service or activity, a good volunteer program requires an investment of resources. Experience around the country has demonstrated that ambitious volunteer projects usually demand full time coordinators. There are exceptions, of course, but part time coordinators can seldom supply the volunteers necessary to a diversified and growing effort. Certainly, part time coordinators can keep a small program supplied, but administrators who want to see volunteer services continue to grow, must see to it that sufficient staff resources are provided to make this possible.

One of the most frequently debated issues regarding staffing for volunteer programs relates to workload. There appears to be little consensus on what one volunteer coordinator can be reasonably expected to do. In part, the answer to this question depends on the quality of persons doing the job and whether or not the duties of a coordinator are limited to recruiting, screening and matching of volunteers. It is becoming apparent, however, that the maximum workload that has been established as a national standard (50 to 75 volunteers per year) may be far too low. The Florida State Youth Services Program, with carefully selected people and tightly controlled responsibilities, reports that coordinators on their own were able to recruit, screen and match anywhere from 250 to 300 regular service

volunteers per year. Even this standard can be greatly affected by other variables including the extent of media coverage, advertising, attractiveness of volunteer jobs and the involvement of other agency personnel or volunteers as recruiters.

Ideally, allocation of volunteer coordinators should be based on an agency wide assessment of volunteer need. If, for example, through the job development process, staff surfaced the need for 500 regular service volunteers per year, an agency would have justification for allocating two full-time volunteer coordinators based on the formula of a one coordinator to 240 volunteers per year.

DEVELOPING EFFECTIVE VOLUNTEER RECRUITING SYSTEMS

Part I: Factors Affecting Recruiting Success

Volunteer recruiting is sales, with success dependent upon agency capability to motivate members of the public. Within virtually every community exist many organizations trying to recruit citizen volunteers for their own causes. In general, people volunteer out of compassion and are drawn to those causes which make the best appeal on behalf of their constituents or clients. It is the ability to generate concern, compassion and a will to act that characterizes the most effective recruiting campaigns.

The history of community mobilization in America teaches us that the public can be motivated to act if human concern can be aroused. Vague, general and unemotional appeals for help are seldom effective. People do respond to personalized situations with which they can personally identify. For example, media often features tragedy that befalls a person or family. The subsequent outpouring of public sentiment and offers of help demonstrates public sensitivity to the plight of individual citizens. Typically, the American people respond more quickly to these personalized situations than to mass tragedy, where the victims are both nameless and faceless. A single picture may, in fact, be worth a thousand words. Recall, if you will, the impact that one picture of a starving Biafrin child had on the American public.

If we in social services are capable of learning from the media, we should understand the implications of this for volunteer recruiting. Simply stated, public agencies must direct their recruiting message at the one thing that makes

people volunteer ... compassion for others. Consider for example the relative appeal and contrast between the following two recruiting messages:

(1) Needed, volunteers to transport elderly persons.

(2) Mrs. Edna Johnson is 78 years old and lives alone. She is semi-disabled and has no automobile. Once each week she needs a ride to the store to purchase her groceries. Please volunteer to transport Mrs. Johnson and others like her. They need you.

Example #2 is something people can relate to. It is both human and personal. We can empathize with Mrs. Johnson's situation and appreciate the need for our involvement. Regardless of recruiting technique, be it a speech, personal contact, T.V. spot or poster, the recruiting message must create a desire to help.

Contrary to the views held by many, Americans do have a sense of responsibility and will get involved if they believe their service is vital to the well-being of another. Blame for public apathy and ambivalence rarely rests entirely with the public. As often as not, it represents the failure of agencies and service organizations to sell their cause, arouse public sentiment for their constituents and create a will to act.

The ability to motivate and mobilize to action is the first and foremost factor ultimately affecting the success of volunteer recruiting efforts.

In all probability, the second most important factor is the nature of volunteer jobs available to citizens. We have stressed the competitive nature of volunteer recruiting. It must also be remembered that people generally volunteer out of a sincere desire to help others and will seldom be attracted to menial job opportunities. At the other extreme, they will not be attracted

to tasks which place unreasonable demands on their time. It has been our experience that agencies which offer citizens attractive jobs and an opportunity to get directly involved in helping others will be able to effectively compete with other agencies for their fair share of voluntary manpower.

Recruiting effectiveness is also greatly enhanced by honesty. We know for example, that lack of honesty on the part of volunteer recruiters causes citizens to enter volunteer work with unrealistic expectations. Under these conditions they frequently become frustrated, disappointed, and ultimately disillusioned. If a program is basically unattractive, it will do little good to gloss it over with lavish promises. Sooner or later volunteers find out the truth. If an agency promises more than it can deliver, the frustrations of disgruntled volunteers will gradually filter back to the community with serious consequences for future agency recruiting efforts. The treatment volunteers receive once they are working for an agency is another important factor influencing the success or failure of future recruiting efforts. Public agencies must provide good "service after the sale".

Combined with the need for honesty is clarity. The volunteer recruiting message will generate more community interest if it answers the questions: why are volunteers needed? to do what? for whom? how often and for how long? Here again, the more attractive and meaningful the volunteer opportunities, the easier it will be to sell the public and create a desire to volunteer. The public will tell an agency if the job opportunities are poor or the recruiting message vague, uninspiring or unclear. They simply won't respond to well intended appeals for help. An honest, specific recruiting message creates no illusions and helps screen out those not equal to the challenge.

Another obvious factor affecting recruiting success is hard work. There is no substitute for it. Volunteer recruiting is not easy and most effective efforts are characterized by creative planning and careful organization followed by aggressive and energetic effort. There must also be sufficient allocation of staff, money and material resources to adequately get the recruiting message before the public. More will be said on these topics later on.

Finally, the personal qualities and skills of those agency representatives recruiting volunteers out in the community must be considered a major factor affecting recruiting success. We know, for example, that the most effective volunteer recruiting generally results through personal, face to face contact. Speeches before groups and the like. When these techniques are used, the personality, salesmanship and speaking ability of the recruiter become critical. Effective face to face recruiting demands recruiters who can enthuse, motivate, inform, inspire and create a will to act in others. Remember, successful recruiting is "sales". A dull personality and poor public speaking ability are not going to do much for the cause. The agency commitment to secure volunteers must be reflected in the skills of those selected to do the face to face recruiting.

These are some of the basic factors which will help determine whether an agency will be effective in recruiting volunteers. While there may be others, these are certainly important. They must be taken into consideration when the methods and techniques of volunteer recruiting are molded and shaped.

Part II: Recruiting Methods

The number of volunteers needed by an agency must dictate recruiting methods. Contrary to popular belief, the most serious problem in volunteer recruiting may not be finding enough volunteers, but getting too many. A mistake often made by agencies is the initiation of all out recruiting drives and ending up with three times more volunteers than are needed. This has happened on a number of occasions with negative impact on agency credibility in the community. There is, perhaps, nothing worse than soliciting people to volunteer and then turning them away because you don't have enough for them to do.

Except in very large and diversified programs, the danger of overrecruiting is a real one. Small agencies needing but a handful of volunteers must design recruiting campaigns that can be carefully controlled and easily stopped when sufficient numbers of volunteers are secured. Recruiting among friends, friends of staff and a few occasional speaking enagements may be sufficient. Assuming the volunteer jobs are attractive, it is not particularly difficult to recruit 15 or 20 volunteers through personal contacts in the community. Limited recruiting for minimal volunteer needs can be carried out by one volunteer coordinator, or for that matter, a staff person with other job duties. Very small volunteer programs are far better off with conservative techniques. If these carefully controlled methods are not productive, they can always be expanded. On the other hand, there is not much that can be done about overly ambitious campaigns that saturate a community and bring in far too many volunteers. They can be stopped, of course, but generally the overrecruiting damage has already been done. Extensive media coverage, public service announcements, posters,

billboards, mailouts and other community saturation techniques should be reserved for programs with large, ongoing volunteer needs. They are to be avoided by small programs unless the more personalized and limited recruiting methods are ineffective.

The agency needing several hundred volunteers to perform widely varied tasks presents a difficult and more complex recruiting challenge. At this level, volunteer recruiting requires community mobilization on a significant scale. The agency must design a campaign that gets the recruiting message before as wide a community audience as possible.

To accomplish this, an agency must carefully map out a recruiting strategy that fully utilizes a variety of methods and techniques. Posters billboards, mailouts, public service announcements, radio and T.V. interviews, exhibits and extensive public speaking are in order. Recruiting for a handful of volunteers can be fairly unstructured and informal. The large scale effort requires structure, organization, planning and careful coordination. A wide range of potential volunteer target groups must be identified and subsequently contacted. These may include churches, schools, colleges, labor unions, service clubs, business, professional and fraternal organizations, minority groups, senior citizen associations, agency clients, voluntary action centers, friends of staff and possibly, still others. The campaign ought to be planned and organized within three broad method categories. These are: (1) media (2) advert sing (3) personal contact using volunteer coordinators, staff and volunteers.

Media

A great deal of controversy surrounds the use of media for recruiting purposes. Some argue that it is largely ineffective while others contend that it can be a panacea for recruiting needs. The truth probably lies somewhere in between. Effectiveness largely depends on how the media is utilized. Feature articles on an agency volunteer program as a "human interest story" can generate considerable community enthusiasm. So, too, can radio, T.V. interviews or appearances on talk shows. Public service spot announcements can also be effective as a recruiting devise if they are carefully designed to stimulate interest and meet the standards of public appeal laid down in our earlier discussion of "recruiting factors".

While good media coverage can be very helpful to volunteer recruiting, it will seldom be sufficient on its own. Because of community competition, there are limitations to the coverage that any one component of the press can offer a single agency program. Nevertheless, it has been our experience that editors and station managers can be "sold" on a particular program if agency representatives will take the time to seek them out, explain their needs for volunteers and enlist their support. Some agencies which have "sold" the press have been successful in securing an unusual amount of media coverage for their respective programs. For this reason, substantial time spent in cultivating good press relations can pay high dividends. At best, it can secure volunteers for your program. At the worst, it enhances program visibility and familiarity within a community.

Advertising

Like media coverage, the principal benefit of billboards, posters, mail-outs or paid advertisements may be that they create community familiarity with

an agency, program or cause. There is some legitimate question as to how many people really volunteer as a direct result of seeing a poster somewhere on a wall. There may be a close contrast here with the world of corporate advertising in that a commercial or advertisement may not cause a person to rush right out and buy a particular product, but when the product is needed, the consumer tends to purchase a commodity with a name they recognize. A primary role of advertising is to create consumer familiarity with a brand name.

It may be that the principle benefit of advertising for volunteers is that it establishes this kind of public familiarity with a specific agency volunteer program. This, in turn, helps open community doors for the recruiter seeking contact with a group or person. People self-motivated to volunteer may also seek out a volunteer program they are familiar with due to community advertising or media coverage. This alone could make advertising a cost effective recruiting method. It is also true that an inspirational mailout, poster or billboard can, in fact, motivate some people to volunteer directly.

Personal Contact

Personal, face to face volunteer recruiting is still the "best game in town". There is no real substitute for it. To our knowledge, the most effective recruiting campaigns still depend heavily on face to face, personal contact between the recruiter and individual or groups of potential volunteers. This method has a variety of advantages over media and advertising techniques. First it allows an agency to control the scope of recruiting and direct its message to a limited number of people that may or may not possess certain skills needed by the organization. Goal directed recruiting, for example, would take

a recruiter to a teacher's or student group to secure tutors, a labor union for skilled trade vocational instructors and minority groups for more minority volunteers. Personal recruiting can be focused upon a particular segment of the community. This is most difficult to achieve with either media or advertising methods.

There are other advantages. The recruiter can, for example, be specific and discuss both the needs of clients and varied opportunities for volunteer work within the agency. There is opportunity for discussion, clarification and potential recruits have a chance to ask questions and decide whether or not they want to volunteer without having to come to the agency for more information. Most important of all, personal, face to face recruiting, either through individual contact or public speaking, allows the recruiter to stimulate an audience and create a will to act. This is the real secret to securing volunteers.

Within the broad category of <u>personal recruiting</u> are a variety of techniques that can be effectively utilized. Although the common practice in most volunteer programs has been to assign face to face recruiting responsibility to one person (usually a full-or part-time volunteer coordinator) there are an increasing number of agencies using a team approach. Most common is the method that assigns campaign planning and coordination to a staff volunteer coordinator, but delegates much of the responsibility for public speaking and personal contact to <u>volunteers</u>. In a few instances, other agency staff are also involved in the recruiting activity. This method is very sensibly based on the recognition that one full-or part-

time volunteer coordinator could not possibly make enough speeches and personal contacts to keep a large, diversified volunteer program supplied with enough new volunteer manpower. Without the involvement of volunteers to do much of the legwork, the program could be limited by the recruiting ability of one volunteer coordinator.

Quite obviously, the use of volunteers as recruiters could greatly enhance the ability of an agency to make personal contact with a wide segment of the community. There is no reason why experienced, enthusiastic volunteers could not be as effective in motivating groups or individuals as a staff volunteer coordinator. Certainly good training and proper planning would be required, but the potential payoff could be substantial indeed. Volunteer recruiters could greatly expand the sheer number of new volunteer recruits available to the agency. In view of the potential this system has, it is curious that more organizations have not used it. They should. Quite obviously, 25 recruiters can cover more ground, make more speeches and talk to more people than can one staff volunteer coordinator. One word of caution must be inserted here. While group recruiting offers special potential, it also creates special problems of planning and control. The volunteer recruiters must, of course, be trained in how to recruit. They must be furnished information about the agency and its specific volunteer needs. Recruiting assignments must be controlled and coordinated so that no duplication in contacts exists. However, the agency with limited staff volunteer coordinator resources and great volunteer needs, must move to this system if they are to keep up.

One final comment is necessary on recruiting methods. Within established programs with an excellent community reputation, "word of mouth" probably brings as many volunteers as any other recruiting technique. While this appears to be a non-system, an agency does, in fact, have great control over it by nature of the way in which it treats its volunteers and the subsequent reputation established in the community. This in turn will have tremendous impact on whether citizens, on their own initiative, offer to volunteer their services to a "good program" or conversely, whether an agency with a bad reputation will find its recruiting appeals falling on deaf ears.

X

ESTABLISHING VOLUNTEER SCREENING, MATCHING, ORIENTATION AND TRAINING SYSTEMS

PRIMARY SCREENING AND MATCHING

All citizens interested in becoming regular service volunteers with an agency should be screened by volunteer coordinators or their designated representatives. Virtually all well-managed volunteer programs now have some kind of screening process for volunteer applicants. Traditionally, a good many agencies screened only for misfits who might represent some danger to client welfare. Today the concept takes in other considerations.

The broad purpose of screening is to find the right volunteers for the jobs at hand. In this regard, the nature and extent of screening usually varies according to what the applicant wants to do and the difficulty or challenge of the volunteer job. For example, a person who comes to an agency "volunteering" to assist with patient registration may not be screened as thoroughly as the citizen who offers his or her home as a volunteer foster placement.

Citizens volunteering for regular, ongoing and challenging tasks, should be screened as carefully as applicants for paid professional positions. Any unanswered questions regarding a person's suitability for a particular volunteer job should be resolved in favor of the agency and the client. In these instances, the agency will hopefully have less responsible tasks into which volunteers can be steered. In some situations, serious personality defects eliminate volunteer applicants from consideration for <u>any</u> activity. Under no condition should volunteers be placed on a waiting list if an agency doesn't intend to use them.

Screening is a discovery process, both for the volunteer and the agency. As such, it takes in more than just an interview between an agency staff person and the volunteer applicant. Actually, there are several parts to it. The first of these is volunteer recruiting. Focused, honest recruiting, where citizens are given a detailed picture of volunteer jobs available, will screen out some people. The more specific your recruiting message, the greater the opportunity citizens have to determine whether or not the volunteer jobs are for them. Clarity in recruiting will weed out more potential applicants than vague, general appeals for help. To minimize wasted staff and citizen time, this is desirable; the earlier the better.

Volunteer application forms, submitted and reviewed prior to screening interviews, allow the agency, at a glance, to determine whether new recruits are "qualified" for the jobs they seek, if in fact, they seek anything specific. If the agency has multiple jobs available, cursory review of the application allows for a tentative match of volunteer skills and interest to jobs which could best utilize them.

The interview, however, is still the most reliable screening device. The basic screening interview ought to be conducted by, or under the supervision of the volunteer coordinator. This person should have knowledge of all volunteer opportunities in the agency and their respective requirements. Centralized screening allows one person to see all volunteer applicants and tentatively match their talents and skills to the jobs that can best utilize them. Central screening keeps volunteers from falling through the cracks. Where needed, volunteers can be trained to conduct screening interviews.

At the time of the screening interview, volunteer coordinators should have before them the various volunteer job descriptions, together with the number of people needed to fill these jobs. The volunteer job descriptions tell the coordinator about the exact nature of the job, skills needed to perform it, and the estimated hours required to perform effectively. The coordinator has a "written standard" against which to measure the skills, talents and energies of each volunteer applicant.

The volunteer may or may not come to the screening interview with a specific job in mind. If not, then the first stages of the screening interview are devoted to orienting the volunteer to available jobs for which he or she might qualify.

If the volunteer has a specific job in mind, then the screening interview zeros in on "discovering" whether or not the volunteer is qualified for the job in mind.

What does the screening interview attempt to "discover" about a volunteer? There are a number of things. We think they are as follows:

1. Maturity
2. Personal stability (no serious personality pathology)
3. Degree of rigidity, prejudice, bigotry, moralizing and judgmental attitudes toward others not like themselves. (You don't need prudes or snobs).
4. Willingness to learn and accept supervision (doesn't have all the answers.)
5. Aggressiveness (need people who will get in there and work, yet won't blow people over in the process.)
6. Warmth and Empathy for others (a sincere desire to help)
7. Reasonable self confidence and ego health (volunteer who has a constant need for love, recognition, reinforcement and direction is a tough supervision problem.)
8. Commitment (amount of time and length of time) How willing is the volunteer to make a serious commitment of time and energy to a job. This may require point blank questioning. Remember, our primary responsibility is to the client, not the volunteer.)
9. Dependability (An essential volunteer trait for almost any job. Lack of it can be the kiss of death for your program.

In this regard, look at past employment, other volunteer work, personal references, etc. A person who has never stuck to anything is a poor risk in a program that demands some longevity.)

10. Availability (What hours do volunteers work? When and how often are they available?)
11. Record of Criminal Conviction (An arrest and conviction record should not necessarily exclude a person from being a volunteer. You obviously need to look closely at the nature of the offense, date of last conviction, and offense patterns.
12. Interests and Hobbies
13. Other volunteer experience
14. Education
15. Reasons for wanting to be a volunteer
16. Transportation (Does the volunteer have a dependable way of getting where he or she needs to go?)

Probably the hardest part of a volunteer coordinator's job is having to reject a person who wants to be a volunteer. There are times, however, when it has to be done. There is absolutely no excuse for letting a volunteer into a program against your better judgement. Unfortunately, there have been people who have let this happen, occasionally with tragic consequences.

One purpose of screening is to reject outright those few who have no business in a volunteer program at all. When a volunteer does not have the capability to handle a job he or she is seeking, the coordinator hopefully finds another volunteer job or slot for them.

There are some other suggestions for those conducting screening interviews. The first of these relates to possible overscreening. We have seen some volunteer coordinators conduct routine screening interviews that resemble criminal interrogations. There is seldom a need for this kind of conduct. While a coordinator needs some basic information, the agency doesn't need to know which shoe a person puts on first in the morning. Again, the

principle should be that the more challenging the volunteer job, the more careful the screening. Volunteers who will be working with clients without direct personal supervision, generally require the most screening. Volunteers who will be working with a supervisor present or who will not directly aid clients require the least. Occasional service volunteers who offer a service once or twice a year as part of a group are not subjected to the screening and training process in most agencies. The best advice we can give to volunteer screeners is to use common sense. Often your judgement about a person's capability to serve is intuitive.

Another consideration is not to overburden volunteer applicants with paper work. A volunteer application form and perhaps some written personal references generally ought to be all that is required of a volunteer applicant. Except in very rare situations, we don't like the use of written exams, personality inventories and psychological tests for volunteers. They are demeaning, generally unnecessary, expensive and frightening. In fact, this kind of process could easily scare off all but the most dedicated of applicants.

For those volunteer coordinators who feel unsure about how to draw information from volunteers in the interview setting, we recommend some reading on basic interviewing techniques or consultation with personnel and supervisors who have solid experience in skillful interviewing techniques.

In addition to a discovery process, screening is a time for consensus between the volunteer and the coordinator regarding a job assignment suitable to both. Everything that has been learned by the coordinator about the volunteer, and everything the volunteer has learned about possible jobs goes

into this mutual decision making. It may not happen right away, although it usually does. The volunteer may want to think about it, so, too, may the coordinator. When a mutually acceptable decision is reached, the volunteer is tentatively assigned a volunteer job in one of the agency service units or programs and referred accordingly.

ORIENTATION

Once a volunteer has been accepted for work an agency may offer another "centralized service." This is called volunteer orientation. Depending on the size of a volunteer program, orientation may be offered weekly, bi-weekly, and certainly no less often than monthly. Its content is routine and fairly constant from one session to another.

Its purpose is to provide all new volunteer recruits with the following:

(1) A basic history of volunteers in social services and their traditional importance
(2) Rationale for volunteers in the particular agency. (agency commitment to volunteers and their importance.)
(3) An overview of agency services and responsibilities. (What do we do?)
(4) Client Profiles. (Who are the people we serve? What are they like? What are their needs? How do volunteers fit into the overall picture?)
(5) Volunteer responsibiiity. (What we expect of volunteers... conduct rules, confidentiality, dependability, etc.)
(6) Agency responsibility. (What the volunteer can expect of the agency.....training, supervision, support, etc.)
(7) Volunteer benefits. (liability insurance, etc.)

The content of orientation ought to be sufficiently broad in scope as to be informative and meaningful to virtually all new recruits, regardless of their specific job assignment. It should be required for all regular service volunteers and optional for occasional service citizens.

It can generally be completed in one evening over a two or three hour period.

Orientation should be planned and carried out as a central service (along with recruiting, screening and job matching) by the volunteer coordinator, although other agency staff might be involved in certain aspects. We would like to stress that orientation is not volunteer job training, nor does it replace it. On the other hand, there are some volunteer jobs which might not require specialized training beyond orientation. "Client transportation" might be an example of such a job.

Completion of orientation should be followed by the volunteer contacting the service unit to which he or she is assigned for secondary screening, client matching (if appropriate), job training and service.

SECONDARY SCREENING AND MATCHING

We have previously indicated that upon completion of orientation a volunteer is tentatively assigned a volunteer job in the appropriate requesting service unit. We use the word "tentative" for two reasons. First, the worker or unit that will actually utilize and supervise a volunteer should have <u>veto power</u> over the volunteer assignment. Coordinators making the initial placement do make mistakes and for whatever reason, the volunteer may not be the right person for the job at hand. Secondly, the volunteer may decide that the volunteer job is "not right."

It is for these reasons that regular service volunteers, upon completion of orientation, should sit down with their planned supervisor and discuss the job and specific responsibilities. If all goes well in this meeting, the staff worker or supervisor may go ahead and after further discussion, make a

specific case or activity assignment. Assignment to an individual client, case, or activity should be undertaken with as much care and caution as placement of volunteers in a job. The HRS Information Clearinghouse has some excellent material on file regarding volunteer/client matching.) If things do not go well, either or both parties can bow out gracefully with an in-house reassignment, or, if all else fails, a referral back to the volunteer coordinator for consideration of a different job in a different service unit. In case of rejection, the volunteer coordinator should be notified, preferably in writing.

PRE- AND IN-SERVICE JOB TRAINING

There are few people who argue against the need for volunteers to be trained. Although there are great variations in the nature and extent of volunteer training, there are few agencies which put volunteers on the job without some pre-service instruction.

A good many authors on this topic fail to make any meaningful distinction between orientation and job training. Neither do they recognize that volunteer jobs vary greatly in the amount and sophistication of skills that are needed to effectively carry them out. Obviously, a volunteer who is going to work as a field counselor with a juvenile offender will require more pre-service job training than a patient aide working under the direct day-to-day supervision of a professional nurse.

We have already pointed out that volunteer orientation is designed to give all citizens scheduled for regular service a broad picture of the agency, its clients, and the rights and responsibilities of volunteers. Volunteer job training is more narrowly defined and is intended to give volunteers, performing

the same job, the skills they will need to effectively carry it out. For this reason, volunteer pre-service job training is viewed as the proper responsibility not of the volunteer coordinator, but the specialists and professional staff members who will actually utilize and supervise the volunteers' work. Only they understand the skills and knowledge volunteers will need to get the job done.

While we would not think of putting a new employee on the job without some introduction to their duties, neither should we do any differently with volunteers.

Whether volunteer job training should be formal or informal, extensive or simple, depends on the complexity of the volunteer job, the number of people that will be performing it and the degree of active supervision that will be offered.

Some training programs may require 8 to 10 hours of structured pre-service instruction for several people. Others may involve little more than verbal instructions from the professional to the volunteer. Since there are so many different volunteer jobs requiring such varying degrees of knowledge and skill, the only rule of thumb we can offer is as follows:

> For the welfare of our clients, we have an obligation to impart the knowledge and skill necessary for volunteers to effectively do their jobs. Responsibility for the failure of volunteers due to lack of training falls squarely on the shoulders of an agency.

In addition to pre-service training for volunteers, most progressive agencies now have at least some kind of in-service training as well. To begin this discussion, we insist that the best in-service training any agency can offer is effective volunteer supervision. Good supervision is a teaching and

learning experience. Staff who provide active guidance and direction to volunteers and assist them with problem solving, are engaging in a most important component of in-service training. They are continually helping volunteers develop the skills and knowledge needed to enhance their performance. Thus, the individual relationships between professionals and volunteers are a key to continued volunteer development and there can be no substitute for it. There are, however, additional approaches to in-service training. The most common technique involves volunteer group meetings. A number of agencies have undertaken the practice of bringing their volunteers together on a monthly, bi-weekly, or quarterly basis. Sometimes the volunteers have outside speakers, sometimes they meet jointly with agency staff, and on occasion, they meet alone. In some instances, the volunteers break up into small groups with others performing the same job. There may be a scheduled agenda, or the meeting may be open ended. Pulling together volunteers as a group on a regular basis does allow for the accomplishment of several important objectives. First, volunteers relating to each other frequently find that they are not alone in their frustrations or concerns and can profit from the experience of others who have had to come to grips with similar situations.

A group sense of unity, purpose, accomplishment and mutual reinforcement can also evolve from regular group participation. An individual volunteer who feels that he or she is having difficulty with a job, supervisor, or client, sometimes finds a renewed sense of purpose in the realization that others are experiencing similar difficulties. The knowledge that someone else has successfully overcome these difficulties can also help volunteers' outlooks on their own chances. 63

There are also multiple benefits that can accrue to volunteers and staff who come together from time to time. Volunteers can use this forum to make important input regarding strengths and weaknesses in program operation. They can ask questions and clarify issues. The collective experience, knowledge and skills of staff can be a major source of learning for volunteers. Our experience from participation in these staff/volunteer meetings is that agencies have something to learn from volunteers and vice versa. We frequently find that both groups have misconceptions about each other. Open, honest discussion of mutual concerns and interests can help destroy these misconceptions. "Bridge building" is an important goal of these group sessions, and we strongly endorse them.

XI

DEVELOPING VOLUNTEER SUPERVISION REQUIREMENTS

It has been proven time and time again, that a key to volunteer program success or failure is the degree to which volunteers are given on-going supervision, support and direction by staff. The importance of good supervision cannot be overestimated. National studies indicate that many volunteers feel they are given inadequate supervision and guidance by agency staff.

If an agency expects volunteers to give their time and energy, then staff have to ensure that volunteers are given the support and assistance they need. If volunteers are to be dependable, then so, too, must the agency. Failure to return volunteer telephone calls, missing appointments and being "too busy to see a volunteer," are inexcusable staff behaviors that can quickly isolate and demoralize volunteers. At the worst, they can cause volunteer bitterness and job termination.

Supervision of volunteers is essentially no different than employee supervision. It requires time, effort and patience. In general, staff will receive from volunteers what they invest in supervision. Herein lies a problem of national proportion. Recent surveys indicate that line staff frequently hold the view that they have been improperly prepared (trained) to supervise volunteers effectively. The survey results reveal that good workers do not necessarily make good supervisors. The findings have considerable implication for the importance of staff orientation to volunteers, specifically, how to use and supervise them.

Volunteers are a service tool and as such, are part of the "case management" process. A frequent criticism of professional social services workers is that they try to be all things to all people. They don't know how to use volunteers, para professionals, or community resources as part of a viable case plan. In essence, they don't know how to manage a case. For whatever reasons, service workers frequently prefer to "do it themselves." There would be nothing wrong with this practice if, in fact, professional staff could do it themselves. Few will contend, however, that staff can meet all needs of clients.

Volunteers, properly supervised, can be a part of the case plan. As members of the team, they can be effectively utilized to extend the ability of the worker to aid clients. They can perform special services for clients or they can handle the same basic duties as the worker. They can also work with the non-crisis case that professional workers just don't have time to service adequately.

Volunteers, properly trained and supervised, can handle just about any assignment. They can't replace staff, however. Without professionals, there would be no one to offer the training and supervision critical to effective volunteer performance. Use of volunteers as a case management tool also frees professionals to concentrate their skills on the difficult cases and problems that require their specialized knowledge and talents.

We stress again, that volunteers working under good supervision do not save staff time. They expend services to clients. In light of this, a well-managed volunteer program can expect a return of 10 to 20 volunteer hours per

each hour of staff supervision. At the initial stages of a volunteer's assignment, when frequent guidance, direction, problem solving, and reinforcement are necessary, the return may only be three to one.

Because supervision of volunteers is closely related to employee supervision, we recommend that an effective agency supervisor be involved to help train service workers in the "techniques for volunteer supervision" .....part of staff orientation.

Ongoing, direct service volunteers are unpaid staff and should report to and be supervised by direct service personnel. They should not generally be supervised by a volunteer coordinator. Volunteers are not an appendage of an agency, they are an integrated part of the direct service team.

Investment of staff time in volunteer supervision can pay great dividends: volunteer dependability, less turnover, and most important, quality services to clients. To the staff member who will be supervising volunteers, we offer the following recommendations:

1. Be Patient
2. Be Honest
3. Have Empathy (What would you expect from a supervisor if you were a volunteer?)
4. Be Thoughtful and Available (Return telephone calls, keep appointments, and give the volunteer a chance to see or talk to you when he needs help.)
5. Be Reasonable (Don't expect more of volunteers than you would of yourself.)
6. Offer Recognition
7. Give Reinforcement (Just like you, the volunteers may have their down days when they need a friendly word of encouragement.)

8. Provide Problem Solving, Advice, Direction, and Training
(As a volunteer supervisor, you are a teacher. Share your expertise, knowledge, and experience. The clients will benefit. Don't keep volunteers in the dark.)

9. Be the Supervisor You Want Your Supervisor to Be

THE CENTRAL VOLUNTEER REGISTER

Throughout the manual, we have recommended that volunteers work under the supervision of service staff. We have argued against assigning the volunteer coordinator these duties. Like most manuals of this nature, our conversation has tended to focus on the regular service volunteer working in an ongoing job. We have not spent much time talking about those volunteers who provide an occasional service or "one time" assignment.

Occasional volunteers are persons who cannot commit themselves to regular jobs, but are willing to help out from time-to-time on general or special projects. Such a person is usually willing to be placed on a list of those who might be called to help out as camping trip escorts, babysitters and the like. They could specify what assignments they would be willing to work on and when they would be available. Volunteers could, for example, be on call every Monday and Wednesday afternoon to offer client transportation as needed.

The occasional, and on call volunteers can best be handled by the volunteer coordinator through a "central volunteer register."

This is a master index of all occasional or special service volunteers who can be called on when needed to provide a service. The register lists the name of the volunteer, telephone number, service or services offered, and availability schedule. (i.e., Monday and Wednesday evenings.) It is maintained and frequently revised by the coordinator.

It should be distributed to all staff as a reference for occasional volunteer help. Staff should be able to contact the volunteer directly.

To assist in keeping the register accurate, staff, in their monthly report, should record the names of any central register volunteers called on, whether or not the volunteer provided the service offered, and any problems. In this way, the coordinator can "purge" the register of people who never agree to help, or are unsuitable for other reasons. The coordinator can also identify the frequency of which certain on call services are used. (i.e., transportation.) Usage of a particular service may dictate a need for more or less on call volunteers to provide this activity.

The central register allows for an important centralization of all voluntary resources.